

PAN  
Q-2  
1-0

INDEX

Overview of Staffing Issues and Concerns	I
Response to Information Request	II

STAT

Wirthlin Study - Private Sector Vs. CIA Hiring Methods; Attachment C  
Perceptions of the CIA in the Private Sector

STAT

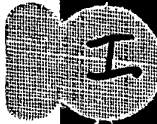
STAT

information as soon as possible.

We will forward that

~~CONFIDENTIAL~~

Q-2  
1-1



MEMORANDUM FOR:

FROM:

Associate Deputy Director of Personnel for  
Compensation, Automation, and Planning

SUBJECT: Staffing

1. Attached is a compilation of data in response to your information call of 12 May 1988. Per your request, following are several comments which address your specific questions and which, I hope, will put the data into perspective for the NAPA study.

2. With regard to our most critical skill occupations, as you might imagine, these change from time to time. The critical occupations listed in the authorization act include mathematicians, linguists, engineers, and computer scientists. Although the Agency has experienced skill shortages in all of these occupations at various points in time, our current shortages are in (a) secretarial/clerical; (b) linguist; (c) communicator; and (d) Special Protection Officer positions.

3. Hiring strategies for critical skill occupations are mostly a matter of reviewing our recruitment priorities frequently and adjusting our efforts accordingly. The applicant process for critical skills is exactly the same as that for any Agency occupation. We can, and do, give priority scheduling for such things as background investigations, polygraph interviews and medical examinations to certain applicants as the need arises, but the length of the process is essentially the same. Incentives for hiring critical skill individuals include reimbursement for travel and transportation to move from their residence to permanent government assignment, additional in steps at the GS level plus a language and/or training incentive (i.e., the language program for linguists).

4. Aside from hiring priorities, we make every attempt to make full use of Agency employees through cross-training and employee incentives to acquire needed critical skills. The Agency is presently at strength and, therefore, must work within its present skill mix and be extremely prudent in making hiring decisions. A period of rapid growth was experienced over the past few years and many vacancies were filled in a short period of time. It is now particularly important to assess the skills of the population and cultivate skills which are critical to the organizational mission.



~~CONFIDENTIAL~~

CONFIDENTIAL

SUBJECT: Staffing

5. A cursory review of our recruitment and retention statistics will show that we have been successful in meeting the preponderance of our staffing needs in the past. The CIA is not presently suffering from high rates of attrition or difficulties in hiring; however, our concern lies in the future. Demographic, social and economic trends will have a significant impact on our ability to attract and retain a cadre of Intelligence professionals and a support staff that meet our unique suitability and qualifications criteria. Trends also show that rapid technological advances are having a major impact on our skills requirements and forcing individuals to reeducate themselves more often. It will be critically important for the Agency to address these issues in order to maintain a competitive posture with private industry. We believe many of our employees have a strong sense of patriotism and keen regard for our mission; however, there comes a time when the wallet rules. We must work within the pay cap and are continually faced with finding other ways to keep employees motivated and solvent. Industry is presently experiencing a slow down, holding costs down, and laying employees off in some cases. Economic forecasts tell us that this situation will change. Our employees are, and will continue to be, attractive to the private sector as they have been trained, have experience, and hold a valuable security clearance. We must address the anomaly of hiring secretaries, paying them relatively low government salaries and yet requiring them to live in the Washington, D.C. area. We must deal with security clearance problems when trying to recruit "hard language" linguists. [redacted]

25X1

6. The above are some of our concerns with future staffing. It will be critically important to orchestrate the best occupational mix in relation to ceiling constraints and organizational mission objectives. [redacted]

25X1

7. We have provided end of year total authorized and assigned strength data for each year since 1960; however, they do not represent a true staffing picture or portray the Agency's experience in meeting its authorized strength. Although the total strength authorized and assigned may appear relatively close when displayed as end of fiscal year totals, the data does not reflect the peaks and valleys which were experienced throughout the year, the loss of productivity experienced while trying to recruit against, and \* train for, the new positions, or the level of activity which occurred in order to reach strength. Major increases or reductions in authorized ceiling are much more difficult to deal with given the potential security problems associated with disgruntled former Intelligence Officers and the necessarily \* long applicant processing required for our sensitive positions. The peculiar nature of our staffing does not lend itself to rapid downsizing, nor can we quickly start up a major intelligence program. For the most part, past increases and reductions in our authorized personnel ceiling resulted from \* political considerations totally outside of our control. [redacted]

25X1

CONFIDENTIAL

CONFIDENTIAL

SUBJECT: Staffing

8. Even as we describe the staffing problems before us today, and those we can foresee for the next several years, attempting to resolve those problems within the narrow confines of the current personnel system is becoming increasingly difficult. The underlying principle that requires our Agency to first demonstrate that staffing problems are having a major impact on mission accomplishment dictates that the mission must first suffer before we can begin to take appropriate measures, even if we can anticipate the problem. The conduct of Intelligence collection and analysis cannot be effective if qualified and suitable employees are recruited, hired and trained after they are needed, or merely dismissed when requirements change. The Agency must have a flexible, proactive personnel system that allows us to staff programs in spite of economic, social and demographic aberrations in the national work force. Competition with employers who can offer realistic pay and benefits packages is a reality we can no longer ignore.

25X1

25X1

CONFIDENTIAL

Q-2  
1-1a

31 May 1988

MEMORANDUM FOR:

FROM:

SUBJECT:

NAPA Study

Our responses to the NAPA Study Group are listed below in bullet format in order to simplify the information and eliminate duplication. Each section numbered has been addressed.

- ° FY-89 recruitment requirements indicate that there are a variety of vacancies. However, our most significant recruitment requirements are for the (a) secretarial/clerical; (b) linguists; (c) communicaters; (d) SPO's.
- ° Attachment A reflects attrition data for FY-84 through FY-88.
- ° Our recruitment methodology has enabled us to identify applicants with relevant skills along with the expertise required in ample numbers. In addition, the use of targeted advertising, contacts in private industry as well as academia, and our ongoing initiatives in refining recruitment requirements and streamlining the standards for employment will be factors in meeting critical skill hiring requirements. However, since our hiring system is decentralized for officer/technical candidates, we must not lose sight of the fact that component managers select those applicants who are to be processed for employment. Additionally, those same managers also select the applicants that will enter on duty once full clearance status has been achieved. The Office of Employment normally meets the required needs in supplying the numbers of qualified applicants for critical skills, whether they are chosen for employment processing and eventual entrance on duty is dependent upon the following: A.) What the component managers need and want occupationally. B.) Their ceiling vs. on duty strength status. C.) Other requirements or special tasking, i.e. authorization by the respective deputy director to be over ceiling; travel abroad; ExCom approval for hiring critical skills, such as NPIC IA's.

ADMINISTRATIVE - INTERNAL USE ONLY

SUBJECT: NAPA Study

- ° Incentives for hiring critical skill individuals include reimbursement for travel and transportation to move from their residence to permanent government assignment and mobility incentive pay where applicable. Additional in steps at the GS level plus a language and/or training incentive, i.e., the language program for linguists
- ° The impact on critical skill occupations and the pre-employment processing again reflects the successes in our recruitment methodology. There is not an indication that we suffer any appreciable losses due to pre-employment processing, in fact our data on retaining applicants in all occupations indicates otherwise. See CAPS report, Page 6, hold column, initiations pending (Attachment B).
- ° The Wirthlin study (Attachment C) addresses the private sector versus our overall hiring methodology along with demographics and perceptions of our organization in the private sector. In addition, Employment has realigned RAC territories to refine our focus on the demographics to stimulate more interest among critical skill occupations as well as minorities.
- ° Future staffing requirements are going to be dictated based on attrition, tasking, and congressional monetary and ceiling increases. Our efforts will be directed in expanding our student programs and in continuing to educate our managers from the highest to the most junior levels about how to utilize personnel resources given their current staffing and mix of occupational categories. Beyond that the decision will be made by each Deputy Director. Our role is more of an advisory one.



STAT

**Page Denied**

Next 12 Page(s) In Document Denied



**The Wirthlin Group**

Decision making information  
for intelligent choices

Q-2  
1-4

## RECRUITMENT RESEARCH

NOVEMBER 3, 1987

ATTACHMENT

(C)

Form

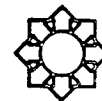
8-66 163a



SUMMARY OF KEY FINDINGS

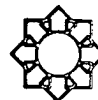
AND

ACTION STEPS



KEY FINDINGS  
National Survey

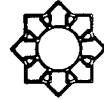
- o CIA recruiting efforts operate within an environment in which the Agency is not viewed very favorably.
  - Americans are uninformed
  - Americans are not effectively informed
- o The CIA is viewed most favorably in the Deep South and Mountain States, while New England and the Pacific represent areas of significant perceptual weakness.
- o Peer pressure represents a minor obstacle to recruitment activities. It is most definitely not a barrier.
- o The CIA does not appear to represent a highly emotional issue to most Americans. The Agency is generally accepted as a fact of life, but one that is not very well understood. The agency imparts caution and suspicion, but not hostility.
- o Americans believe the CIA's responsibilities are important to the country's freedom and security, but also believe these responsibilities could be discharged with greater effectiveness, dependability, and on a more principled level.
- o The "mixed" minority sub-sample exhibits an attitudinal profile toward the CIA, which is consistent with the population as a whole.
- o The absence of publicity for CIA successes no doubt influences the Agency's perceptual standing with the public. However, regression analysis suggests that the promotion of successes would not by itself, necessarily correct the Agency's perceptual weaknesses.



KEY FINDINGS  
Student Survey

- o Financial concerns (salary, pay, benefits) are the most important consideration of students in seeking a career after graduation, but subjective considerations (pleasant/enjoyable work experiences) are also very important.
- o The general student population is not positively disposed toward the Agency. Moreover, there is a segment that expresses outright negative perceptions.
- o In terms of specific characteristics, the CIA elicits thoughts of patriotism and freedom in student's minds. However, most students doubt the principles of the agency, the extent to which it may be trusted, and the moral character of its employees.
- o Approximately one-fourth of the students can be classified as "high potential" recruits since they rate the CIA at 65 or higher on the career opportunity scale.
- o Irregardless of age, sex, or academic major, high potential CIA recruits hold common value systems and attitudes. This characteristic lends the group to effective recruitment and communication.

2



### ACTION STEPS

- o Adopt a "high potential" recruitment communications strategy.  
There are three key ingredients to this strategy:
  - Position the CIA as an organization offering special career opportunities for special people.
  - Inoculation against concerns about financial rewards, advancement, and bureaucratic red tape.
  - Reinforcement of the CIA's role in protecting America's freedom and security.
- o Special emphasis on engineering and science majors to correct low level awareness of the fact that the Agency offers them exceptional career opportunities.
- o Consider undertaking an agency communications program for the purpose of better informing the public of its purpose, policies, and character. This effort would serve to enhance recruitment by reinforcing the position that the CIA is a special organization of special people.
- o Conduct a more comprehensive student study during the 1987-88 school year for the purpose of gaining a greater depth of inquiry and assessing geographical variations.

APPENDIX OF SUPPORT DATA

4

## RESEARCH OBJECTIVE

---

To improve recruitment activities through understanding the perceptual environment which exists among the disparate target groups. Information is vital for assessing the organization's current public perception, to define a strategy for improving both recruitment targeting and recruitment communications, and to provide a roadmap to execute that strategy.

57

## NATIONAL SURVEY

---

**OBJECTIVE:** A national survey of the general population. This survey explores the agency's public perception, both across the board and among specific demographic groups.

## COLLEGE STUDENT SURVEY

---

**OBJECTIVE:** College students, while representing a very small section of the general population, are the most important group the research seeks to reach. The college student survey explores the organization's public perception, both in general and as a career, and assesses a wide range of attitudes toward careers.



## FOCUS GROUPS

---

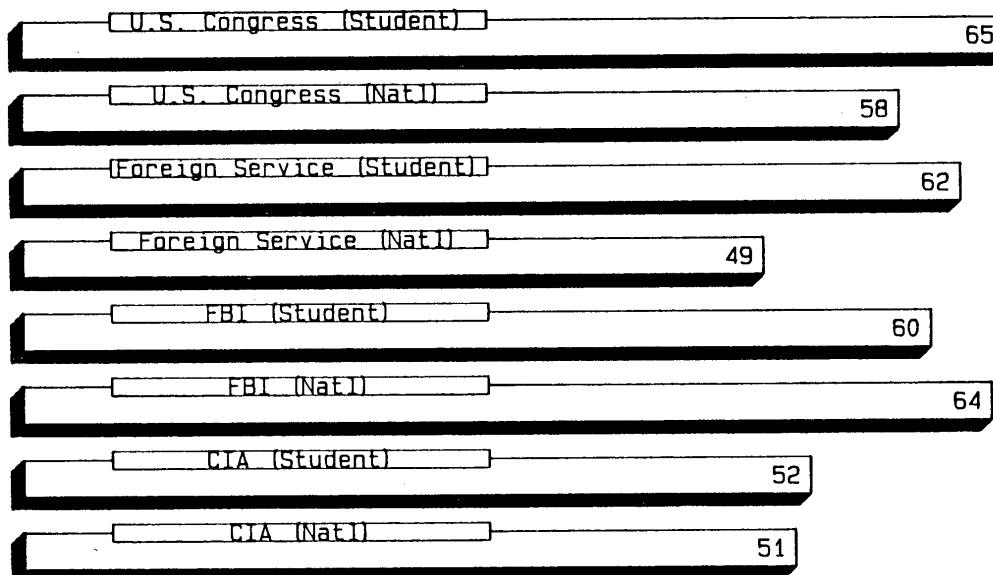
OBJECTIVE: This method of qualitative research was used to explore and gain a better understanding of student attitudes toward the CIA and to obtain student responses to preliminary concept statement alternatives.

2

## THERMOMETER RATINGS

### COMPARISON OF NATIONAL AND STUDENT SURVEYS

---



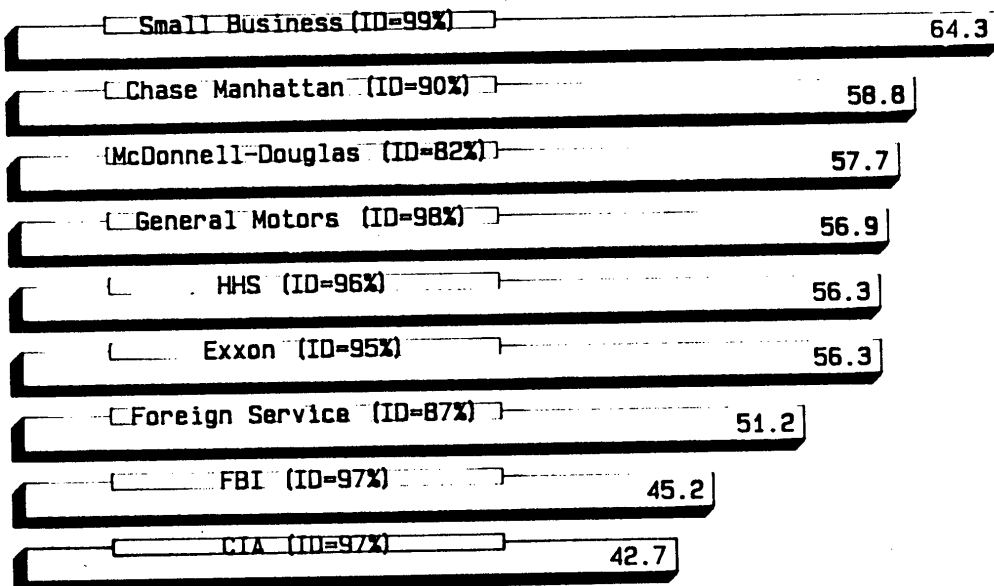
Average Rating

Source: Decision/Making/Information  
Student Survey: April 25-May 9, 1987  
National Survey: June 1-June 4, 1987

## THERMOMETER RATINGS

### CAREER OPPORTUNITIES

---



10  
Average Rating

Source: Decision/Making/Information

## CIA Knowledge

	Information Elites (3 or more responses)	Well Informed (2 mentions)	Somewhat Informed (1 mention)	Uninformed (No response)
<u>Total</u>	<u>8</u>	<u>24</u>	<u>41</u>	<u>27</u>
<u>Sex</u>				
Men	8	25	48	19
Women	7	23	35	35
<u>Military Service</u>				
Yes	13	27	49	12
No	7	23	39	31
<u>CIA Thermometer</u>				
65+	8	25	42	26
45-64	10	22	40	28
Under 45	8	26	46	20
<u>Negative Profile</u>	9	24	49	17

## Like Most About the CIA

=====

"And thinking about the Central Intelligence Agency, what do you like most about the CIA?"

	<u>Percent</u>
<u>No Opinion</u>	<u>28</u>
<u>Protects U.S. Interests/Gather Intelligence</u>	<u>20</u>
Protects U.S. interests/Gather intelligence (17%)	
Investigate people (2%)	
Control terrorism (1%)	
<u>Don't Like Them/General Negative</u>	<u>19</u>
Don't like them/General negative (19%)	
<u>Other Positive Responses</u>	<u>13</u>
Secrecy/Mysterious/Undercover work (8%)	
I like them/General positive (3%)	
Do as they please/Get away with things (1%)	
Hampered by Congress (*)	
Other (1%)	
<u>Well Run/Do A Good Job</u>	<u>11</u>
Do a good job (10%)	
Well run/Organized (1%)	
Good reputation/Improving their reputation (*)	
<u>Necessary</u>	<u>5</u>
Necessary/Serves a purpose (5%)	

Like Most About the CIA  
(Continued)

=====

"And thinking about the Central Intelligence Agency, what do you like most about the CIA?"

	<u>Percent</u>
<u>Job Related</u>	<u>3</u>
Involved in international relations (2%)	
Good job/Good job opportunities (*)	

13



# When Thinking About A Career

=====

"When thinking about a career after graduation, what two or three things are most important to you?"

	<u>Percent</u>
<u>Salary/Pay/Benefits</u>	68%
Salary/Pay (67%)	
Benefits (5%)	
<u>Pleasant/Enjoyable Job/Job Satisfaction/Work Environment</u>	55%
Pleasant/Enjoyable job/A company I'm happy with (24%)	
Job satisfaction/Fulfilling/Worthwhile work (18%)	
Work environment/People I work with (13%)	
Responsibilities/To contribute to the company (3%)	
Prestige/Status (1%)	
<u>Location</u>	38%
<u>Advancement Opportunities</u>	17%
Challenging/Interesting/Something I'm good/Successful at (14%)	
<u>Finding A Good Job</u>	14%
<u>Job Security/Stability</u>	11%

14



When Thinking About A Career  
(Continued)

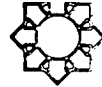
=====

"When thinking about a career after graduation, what two or three things are most important to you?"

	<u>Percent</u>
<u>Other</u>	27%
Personal happiness (7%)	
The company/Quality/Reputation/Size (6%)	
Job freedom (4%)	
Opportunities for further study/Training (3%)	
Travel (2%)	
To gain experience (2%)	
Independence (2%)	
Company with goals/Ethics similar to mine (1%)	
Achieving goals (1%)	
Interviewing/Placement (1%)	
Other (2%)	

15





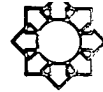
Most Important Aspects of A Career  
(by Gender)

=====

"When thinking about a career after graduation, what two or three things are most important to you?"

	<u>Total</u>	<u>Men</u>	<u>Women</u>
Salary/Pay/Benefits	68	69	67
Pleasant/Enjoyable Job/Satisfaction	55	52	59
Location	38	39	36
Advancement Opportunities	17	21	13
Challenging/Interesting	14	12	17
A Good Job	14	12	16
Job Security/Stability	11	14	9

16



Most Important Aspects of A Career  
(by Major)

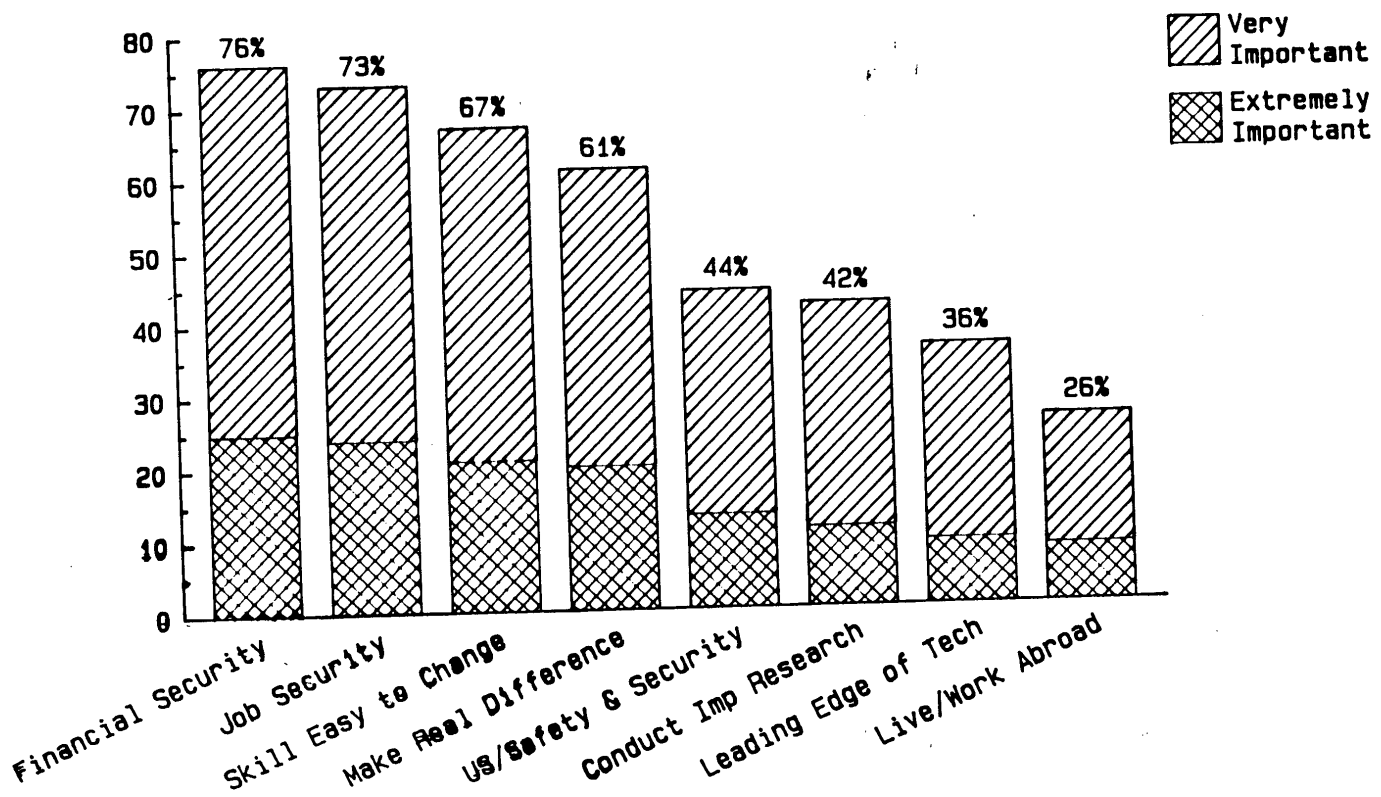
=====

"When thinking about a career after graduation, what two or three things that are most important to you?"

	<u>Total</u>	<u>Politics/ Intl. Study</u>	<u>Engineering</u>	<u>Bus/ Econ</u>	<u>Other Social Science</u>	<u>Liberal Arts</u>
Salary/Pay/Benefits	68	66	65	72	62	71
Pleasant/Enjoyable Job/Satisfaction	55	63	42	51	67	55
Location	38	28	52	34	42	34
Advancement Opportunities	17	12	20	28	7	12
Challenging/ Interesting	14	14	14	15	18	11
A Good Job	14	9	23	11	18	13
Job Security/ Stability	11	5	14	13	8	16

19

## CAREER OPPORTUNITY DESCRIPTORS (Importance)



Source: Decision/Making/Information



Importance of Descriptors  
(By Major)  
(Difference Score)

=====

"Now, I'd like to read you some descriptions regarding potential career opportunities. For each one I read, please tell me if that consideration is extremely important, very important, somewhat important, or not important to you when thinking about your career." (ROTATE)

(Difference Scores*)	<u>Total</u>	<u>Politics/ Int'l. Study</u>	<u>Engineering</u>	<u>Business/ Economics</u>	<u>Other Social Science</u>	<u>Liberal Arts</u>
Financial security	48	42	65	67	18	44
Job security	47	35	48	59	35	48
Gaining job skills that make it easy to change jobs	34	32	33	50	20	30
Making a real difference in the world	23	49	6	18	37	15
Contributing to America's safety and security	-13	5	-16	-13	-18	-18
Conducting important research	-17	-11	11	-35	2	-34
Working on the edge of technology	-28	-60	41	-26	-31	-61
Living and working abroad	-48	-23	-63	-54	-39	-51

\* Difference Scores derived from total responding "extremely/very important" minus total responding "somewhat/not important."

19



## Main Hesitation About Working For The U.S. Government

=====

"Now I'd like to read you the beginning of a sentence and have you finish it using your own words. Now, here's the sentence: The main hesitation I have about a career with the U.S. Government is ..."

	<u>Percent</u>
<u>Inefficiency/Waste/Bureaucracy</u>	19%
Inefficient/Too much bureaucracy/ Politics/Red tape (18%)	
Irresponsible (1%)	
Waste (1%)	
<u>Wages/Salary</u>	14%
<u>Lack of Job Security/Advancement</u>	13%
Lack of job security (6%)	
Lack of advancement (6%)	
Budget cuts (1%)	
<u>Lack of Challenges/Not Fulfilling</u>	11%
Lack of freedom/Being able to do what I want (6%)	
Lack of exciting/challenging opportunities (3%)	
Not fulfilling/Worthwhile (1%)	
<u>Not Interested/No Opportunities for Major</u>	10%
Not interested/Prefer private sector over public sector (6%)	
No opportunities in my field/Major (4%)	
<u>Don't Agree with Government Policies</u>	8%
<u>Not Honest/Trustworthy</u>	7%

20



Main Hesitation About Working For The U.S. Government  
(Continued)

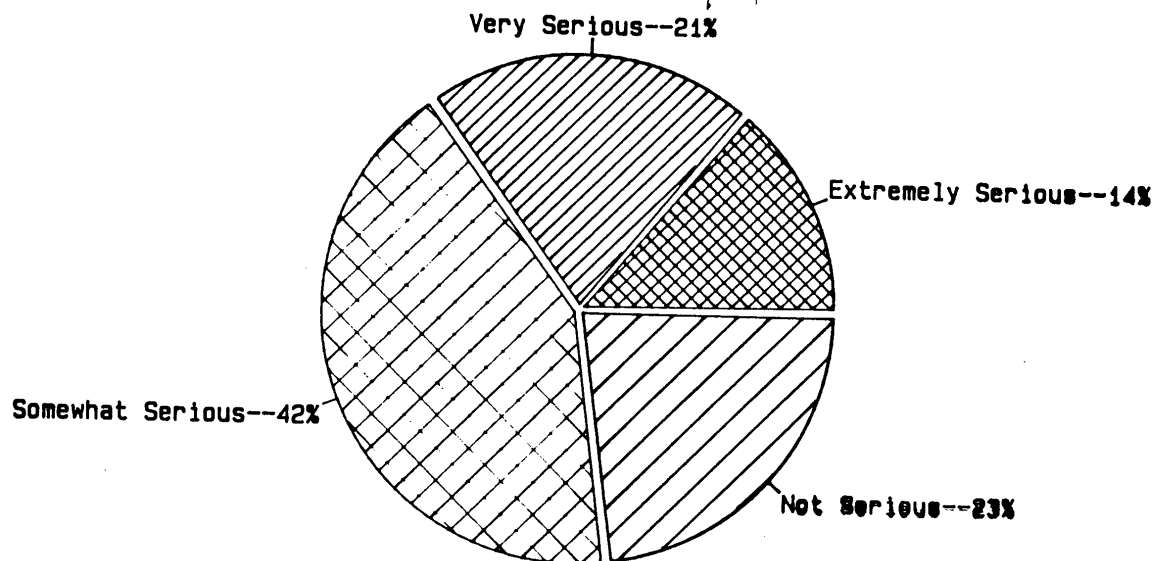
=====

"Now I'd like to read you the beginning of a sentence and have you finish it using your own words. Now, here's the sentence: The main hesitation I have about a career with the U.S. Government is ..."

	<u>Percent</u>
<u>Job Application Related</u>	6%
Moving/Transfers (3%)	
Effect on personal life/Loss of privacy (2%)	
Processing/Testing (1%)	
<u>Other</u>	4%
Don't know that much about it (3%)	
Other (1%)	
<u>No Hesitation</u>	8%

21

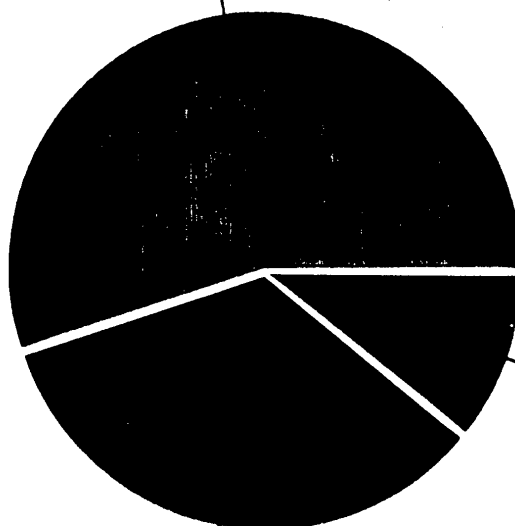
## SIX MONTH APPLICATION PROCESS (How Serious A Barrier)



22  
Source: Decision/Making/Information  
April-May 1987

## CIA CAREER DECISION Wise or Unwise?

Yes/Wise Decision--55%



No Opinion--11%

No/Unwise Decision--34%

"If A Close Relative (Son, Daughter, Brother or Sister) Decided to Pursue A Career With The CIA, Would You View That As A Wise Decision?"

Source: Decision/Making/Information  
June 1-4, 1987



## CIA Career Decision: Why Wise or Unwise

=====

"If a close relative such as a son, daughter, brother or sister decided to pursue a career with the CIA, would you view that as a wise decision? And why is that?"

	<u>Percent</u>
<u>WISE DECISION</u>	<u>42</u>
<u>Good Career/Job Related Aspects</u>	<u>36</u>
Good career opportunity (12%)	
Chance to help/Serve the country/Patriotic (12%)	
High salary/Good pay (6%)	
Interesting/Exciting career (5%)	
Prestigious/Respected (4%)	
Honest/Trustworthy (2%)	
Intelligence/Information gathering (2%)	
CIA does a good job (1%)	
Good benefits (1%)	
Involved in international affairs (1%)	
Safe/Not too dangerous (*)	
Keep the peace (*)	
Drug enforcement (*)	
<u>Necessary</u>	<u>3</u>
Necessary (3%)	
<u>Other</u>	<u>6</u>
I like the CIA/General positive (4%)	
My relatives would do a good job/Help the CIA (3%)	

24

CIA Career Decision: Why Wise or Unwise  
(Continued)

=====

"If a close relative such as a son, daughter, brother or sister decided to pursue a career with the CIA, would you view that as a wise decision? And why is that?"

	<u>Percent</u>
<u>Neutral Mentions</u>	<u>34</u>
If they want to/It's their decision (27%)	
Need to know more (5%)	
If they were qualified/Capable (2%)	
 <u>UNWISE DECISION</u>	 <u>37</u>
 <u>Job Related Aspects</u>	 <u>20</u>
Dangerous/Not safe (16%)	
Mismanaged/Poor leadership (2%)	
Too much travel/Must leave home (1%)	
Not necessary/Waste of money (1%)	
Leaks/Not secret enough (1%)	
Meddle in other countries' affairs (1%)	
Don't serve/Help the country (1%)	
Poor salaries/Doesn't pay enough (*)	
Invasion of privacy (*)	
 <u>Dishonest/Corrupt</u>	 <u>11</u>
Dishonest/Corrupt (4%)	
Too secretive/Covert Activities (4%)	
Involved in controversy/Scandal (3%)	
Too powerful/Above the law (1%)	

25

CIA Career Decision: Why Wise or Unwise  
(Continued)

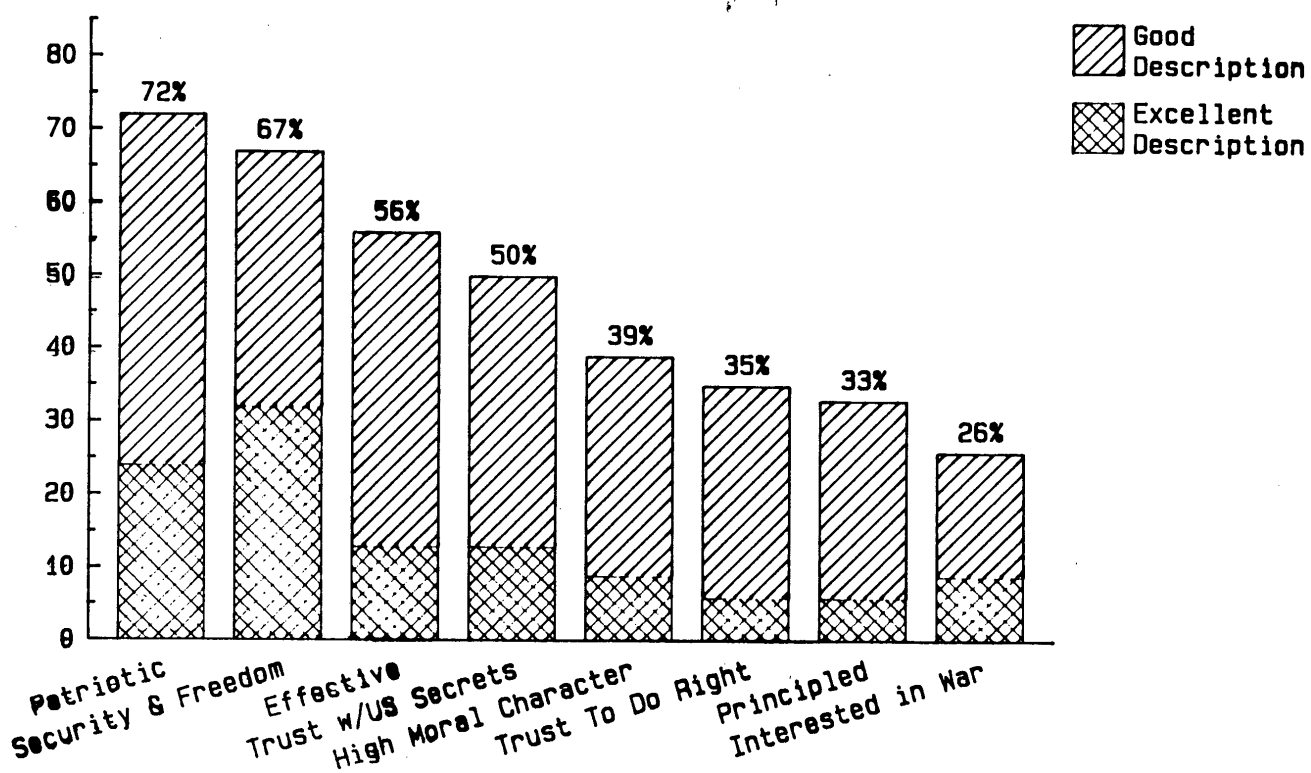
=====

"If a close relative such as a son, daughter, brother or sister decided to pursue a career with the CIA, would you view that as a wise decision? And why is that?"

	<u>Percent</u>
<u>Other</u>	<u>12</u>
Don't like the CIA/General negative (6%)	
Don't want my relatives to work for the CIA (4%)	
Difficult career/Not for everyone (2%)	
Don't want my relatives to work for the government (1%)	
Other (1%)	
<u>No Opinion</u>	<u>2</u>

26

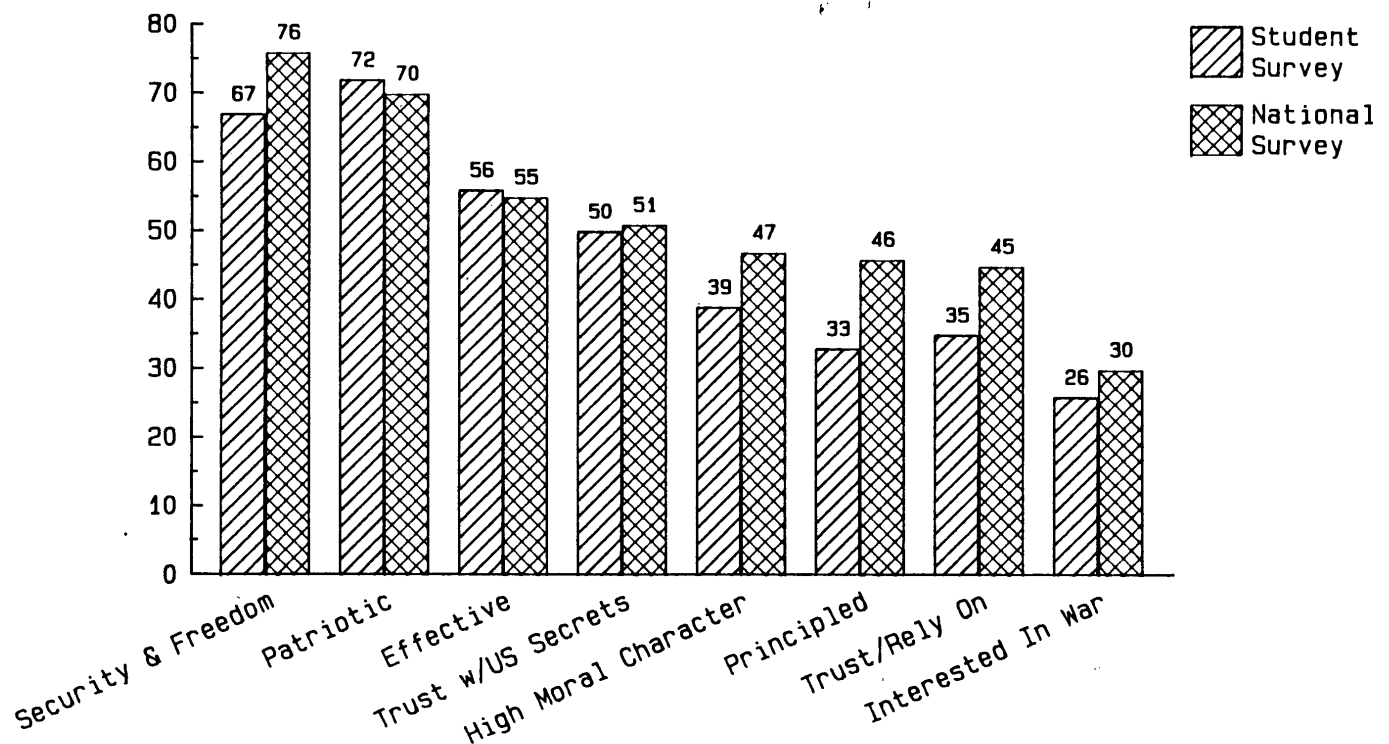
## PERCEPTIONS OF THE CENTRAL INTELLIGENCE AGENCY



Source: Decision/Making/Information

## COMPARISON OF STUDENT AND NATIONAL PERCEPTIONS OF THE CENTRAL INTELLIGENCE AGENCY

% Responding "Excellent/Good" Description



Source: Decision/Making/Information  
June 1-4, 1987



### Career Opportunity Thermometer Rating Comparison

=====

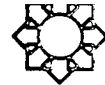
	<u>Aggregate</u> (%)	Rate CIA at 65+ (%)	Rate CIA at 45-64 (%)	Rate CIA below 45 (%)
<u>Most Important</u>				
Salary/Pay Benefits	68	64	72	68
Pleasant/Enjoyable Job	55	55	56	55
Location	38	35	40	38
Advancement Opportunities	17	23	14	14
Challenging/Interesting	14	19	12	13
<u>Career Opportunities</u>				
Living/Working Abroad	26	32	22	25
Leading Edge of Technology	36	42	42	29
Financial Security	74	69	81	73
Ease of Changing Jobs	67	67	70	65
Making a Real Difference	61	67	58	60
Job Security	73	69	80	72
Conducting Important Research	42	62	33	41
America's Safety/Security	44	59	43	35
<u>Six-Month Process</u>				
Extremely/Very Serious	35	28	39	39
Somewhat/Not Serious	65	72	61	61

Career Opportunity Thermometer  
Rating Comparison  
(Continued)

=====

	<u>Aggregate</u>	<u>Rate</u> <u>CIA</u> <u>at</u> <u>65+</u>	<u>Rate</u> <u>CIA</u> <u>at</u> <u>45-64</u>	<u>Rate</u> <u>CIA</u> <u>below</u> <u>45</u>
	(%)	(%)	(%)	(%)
<u>CIA Descriptors</u>				
Can be trusted to do the right thing	35	50	41	22
More interested in war and not peace	26	15	27	31
Can be trusted with America's secrets	52	68	59	37
Employees are of high moral character	39	63	41	24
Important to America's freedom and security	67	84	79	51
Effective at what it does	56	71	65	44
Principled	33	53	39	18
Patriotic	72	84	78	62

30



### ANALYSIS OF DIFFERENCE\*

- o Among all other majors and age groups (with one exception) students who rate the CIA 65 or higher are more like others who rate the Agency as 65 or higher than like their own age group or major. Only those students 20 years of age or less are more like other 20-year-olds than like the "high potential" students.
- o Perceptions most likely to evoke strong differentiation between a student's major/age group and other "high potential" recruits include:
  - Moral Character, Principle
  - Right Thing, Effective, Security
- \* Differences between students who rate the CIA at 65 or higher on a career opportunity scale and other students from like backgrounds.

31



**Page Denied**

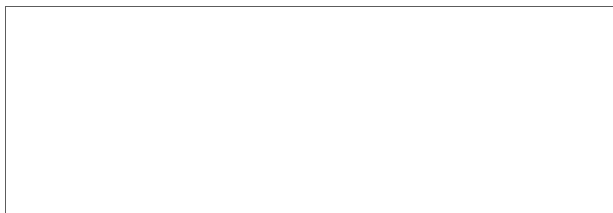
Next 8 Page(s) In Document Denied

~~Q-212~~  
Q-2  
1-10

23 June 1988

Jim,

Attached are the additional data you requested by phone last week. All but the data on separations by years of experience were provided in the previous submission, but I am sending additional copies in the event you did not receive them. I know you're working under a short deadline, so please feel free to call or visit with any questions and I will try to work around your schedule.



STAT

**Page Denied**

Next 34 Page(s) In Document Denied